

Carroll College Employer Internship Guide



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CREATING AN INTERNSHIP PROGRAM WITH CARROLL COLLEGE

Thank you for thinking of Carroll students for an Internship with your organization. Carroll college strives to offer services that make placing a Carroll student as an intern with your organization as convenient as possible. Internships are an experiential learning experience designed to broaden the student's knowledge of an agency/business/career field and provide an increased interest and more comprehensive understanding of career objectives. This aim will be accomplished by developing a partnership between the student, organization, and the faculty internship advisor to attain a shared goal: the intern's learning, growth, and development while benefitting the employer.

WHAT IS AN INTERNSHIP?

- ⇒ It is a supervised, planned work experience taken for academic credit. It forms an academic relationship between a student, faculty advisor, and your organization.
- ⇒ In collaboration with your organization and the faculty internship advisor the student defines intentional learning objectives for the internship experience.
- ⇒ An internship may be a single semester experience, or it may continue for longer than one semester; it may be paid or unpaid.
- ⇒ The established ratio for number of hours of work to number of credits received are as follows:
42 hours = 1 credit (internships are typically 1-3 credits - a 3 credit internship will complete 126 hrs)
- ⇒ An internship can be started at any point in the semester; however, it must be a minimum of 8 weeks in duration.
- ⇒ Each academic department has a faculty internship advisor. Internship placements are approved and monitored by the faculty internship advisor. The student will be required to complete additional academic components for the internship, including outside readings relevant to the work situation, possibly a weekly journal, academic papers, etc.

HOW DO INTERNSHIPS BENEFIT EMPLOYERS?

- ⇒ Students bring new perspectives and fresh ideas to an organization.
- ⇒ Visibility of your organization is increased on campus and enhances recruiting.
- ⇒ Quality candidates for temporary or seasonal positions and projects.
- ⇒ Proven, cost-effective way to recruit and evaluate potential employees.
- ⇒ Influence the education and training of future workforce.

HOW DOES CAREER SERVICES WORK WITH YOU?

- ⇒ Shares all internship announcements with faculty in the relevant major.
- ⇒ Posts openings on Internship Website.
- ⇒ Distributes targeted emails of announcements to qualified students.
- ⇒ Maintains an electronic database with previous internship placements and potential contact information that students may utilize to contact potential internship sites.
- ⇒ Collaborates with organizations to create internship programs.

EMPLOYER ROLES AND RESPONSIBILITIES

Carroll College values its relationship with all supervisors of internship students. We see this as a true partnership in the education of our students. Ideal internships combine practical work experiences with classroom learning. Our ultimate goal is for students to make meaningful connections between the classroom and the workplace. In turn employers can play an important role in educating and directing future employees.

RECRUITING AN INTERN

- > **Determine the intern's role.** What does your organization hope to achieve from the program? Do you want someone for a specific project? What about general support around the workplace? How about giving the intern a taste of everything your company does? In your job description think about what sort of academic background and experience you want in an intern. What background does the student need to have before the start of the internship. What other activities can an intern participate in including departmental meetings, hearings, research? Structure the internship ahead of time and think about how an intern can be incorporated into the workplace. If a student contacts you directly a job description may be written in conjunction with that specific student and the organization can tailor the job description based on that student's interests and abilities.
- > **Will you pay the intern?** If it is paid, decide how much. Wages differ by industry, so try to provide a competitive wage or incentives. On average paid internships are more competitive, however, an unpaid internship rich with opportunity will also be sought after. Additional ways to compensate interns include: offering a stipend, provide networking opportunities (through professional association memberships, sponsoring attendance at networking events, attendance at trainings or other opportunities to learn from professionals in the field). Students are searching for meaningful roles and an opportunity to make a real contribution to an employer.
- > **Post your internship.** Career Services prefers to receive job descriptions by email. If the organization needs assistance in creating a viable job description, please contact the internship coordinator for help and examples. In addition, see Appendix B, "How to Draft a Job Description for an Intern."
- > **Decide on a selection process.** How do you want students to respond to your opening? It is recommended that employers create a hiring timeline and request resumes and cover letters from students. This provides valuable practice for our students and allows the employer to make the best fit for their opening. Decide if you would like Career Services to collect resumes or have the students send them directly to you.
- > **Interview potential candidates.** Once employers are ready to interview decide if interviews will be at your office or on campus. Career Services can assist in this process by providing accommodations for on-campus interviewing.
- > **Select a candidate.** Employers must notify the student and college when an offer is made. This allows the office to process the proper paperwork prior to the beginning of the internship experience.

DURING THE INTERNSHIP

- > **Define expectations.** As in any relationship, each of the three parties – intern, site supervisor, and faculty internship advisor – brings to the internship partnership a set of expectations and roles. To assure success, it is important to identify those expectations and to define those roles. The employer should identify the specific terms and conditions of employment (e.g., dates of employment as an intern, including internship end date; compensation; schedule; hours per week; organizational and/or reporting relationships; principle duties, tasks or responsibilities; working conditions; and any other expectations), and should discuss these with the prospective intern, so that there is no misunderstanding regarding the relationship.
- > **Approve the internship proposal.** Students are required to complete an internship proposal within two weeks of starting the internship. The proposal includes a position overview, responsibilities, learning objectives, and evaluation process. The internship proposal will provide a basis to manage and evaluate the intern.
- > **Provide an orientation.** Try to cover the following areas: facility tour, worksite policies and procedures, organizational structure, and corporate culture. Identify a workplace for the intern and communicate any other necessary expectations.
- > **Refer periodically to the learning objectives in the proposal.** Communicate clearly intern work tasks and expectations for performance. Check in periodically with intern to confirm that both your expectations are being met.
- > **Keep an eye on the intern.** Establish a site supervisor and/or mentor to provide guidance. Watch for signs that the intern is confused or bored. A student may not feel comfortable communicating problems or confusion.
- > **Monitor internship hours.** Be aware of the number of hours the student must complete at the job site to receive academic credit. The employer is responsible for verifying the accuracy of all hours worked by the student. A student may work more hours than is stipulated in the intern approval form, however, this should be closely monitored to balance the needs of the employer and the needs of the student.
- > **Evaluate progress.** Increase complexity and responsibility of assignments as the intern is trained and adjusts to the work environment. Make every effort to assign the intern meaningful and challenging assignments that relate to his/her career goals.

EVALUATIONS

Complete a final evaluation of the student's performance. It is asked that this form be completed in a timely manner, as it affects the awarding of the student's final grade. This will be provided either by the academic department or Career Services. You may also be asked to complete a quick mid-term evaluation and a final evaluation of the Carroll internship program. A mid-term evaluation is a good opportunity to check in with the intern and evaluate the progress of the placement.

DISMISSAL PROCEDURES

While we hope there is never a need to terminate the business relationship prior to the scheduled internship ending date, it is always a possibility. We want all Carroll College students to represent themselves and the college well, in addition to providing the employer with much needed skills and a willingness to learn. This can only occur successfully if every member of the partnership works together. Prior to dismissing a student from her/his assignment, we ask that the following procedure be observed:

1. Notify the internship coordinator/faculty internship advisor of the difficulties surrounding the student assignment well in advance of the decision to dismiss.
2. The internship coordinator (and if appropriate the faculty internship advisor) will meet with the employer and the student separately, then together if necessary in an effort to resolve the problems.
3. If it is determined that the relationship cannot be saved, and this was not a good match, efforts will be made to provide the employer with another student.

FINAL THOUGHTS

Carroll College makes every effort to locate and refer students for your consideration whose interests, preparation, and capabilities meet the requirements and qualifications needed for the position you are offering. Many supervisors enjoy sharing their expertise and experience in their roles as professional mentors. We value our community partners and look forward to working together.

TIMELINES

Students may add an internship at any point during the semester, however, many students have their course schedule planned for a semester the first day of pre-registration. Ideally, students are planning the semester before they complete an internship. It is just as likely that students are looking for internships at the start of a semester. The following dates will assist you in planning your timeline for recruitment and selection of students. These approximate dates are consistent every year allowing you to use the same general timeline.

Fall Semester

Fall semester begins the end of August
Pre-registration for Spring begins: mid October
Fall Break: mid October
Final exams begin: mid December

Spring Semester

Spring semester begins mid January
Pre-registration for Fall begins: mid March
Spring Break: mid March
Final exams begin: early May

APPENDIX A

LEGAL ISSUES

DO YOU HAVE TO PAY INTERNS?

U.S. FAIR LABOR ACT (FLSA)

The U.S. Fair Labor Act (FLSA), which applies to all companies that have at least two employees directly engaged in interstate commerce and annual sales of at least \$500,000, severely restricts an employer's ability to use unpaid interns or trainees. It does not limit an employer's ability to hire paid interns.

You don't have to pay interns who qualify as trainees. The U.S. Department of Labor has outlined six criteria for determining trainee status:

1. Interns cannot displace regular employees.
2. Interns are not guaranteed a job at the end of the internship (though you may choose to hire them at the end of the experience).
3. Interns are not entitled to wages during the internship.
4. Interns must receive training from your organization, even if it somewhat impedes the work process.
5. Interns must get hands-on experience with equipment and processes used in the industry in which they intern.
6. Interns' training must primarily benefit them, not the organization.

NONDISCLOSURE/NONCOMPETE AGREEMENTS

Some organizations will request that the student/intern sign a nondisclosure or noncompete agreement upon/before starting their internship. A nondisclosure agreement prohibits an intern from giving another employer proprietary information. This information can include product or process information; customer lists and profiles; marketing, business, and strategic plans; technological innovations; and any other information that is not publicly known. This agreement does not restrict the intern's ability to work elsewhere, but it places limitations on the information she/he can use in a new position. These types of agreements are typically legally enforceable because they do not limit a person's ability to work.

By signing a noncompete agreement, the intern agrees not to compete with the current employer after leaving the company. These agreements prohibit the solicitation of former customers, employment by a competitor, or the establishment of a competing business. These agreements are difficult to enforce when an intern is involved. The enforceability depends on the reasonableness of the restrictions and whether sufficient legal consideration was given to the student in exchange for the promise not to compete.

Organizations that want interns to sign noncompete or nondisclosure agreements should:

Advise the Internship Coordinator, prior to posting the position announcement, that the internship is conditional upon signing a noncompete or nondisclosure agreement, and explain the purposes, intent and critical provisions of the agreement.

Ensure that the noncompete agreement precisely defines the competitive activity that is to be restricted. The agreement should be limited to the activity that would have a direct impact on the organization's business and not restrict the student from other options for employment. If there are no other options for employment during the noncompete period, the company should agree to pay the student a salary for the length of time it does not want the student to work for the competitor.

WORKERS' AND UNEMPLOYMENT COMPENSATION

Workers' compensation boards have found that interns contribute enough to a company to make them employees. It is wise to cover interns under your workers' compensation policy even though it is not required. Student interns are not generally eligible for unemployment compensation at the end of the internship.

HARASSMENT AND DISCRIMINATION POLICY

Federal and state law prohibits discrimination or harassment on the basis of sex, race, color, religion, disability, age, citizenship, veteran status, or national origin. Carroll College supports the principle of equal employment and wishes to place internship students in work environments free from harassment and discrimination.

Carroll College strives to provide an environment, which promotes the worth and dignity of each individual. Sexual harassment demeans both the victim and the harasser and undermines the philosophy and mission of the College. Therefore, Carroll College will not tolerate behavior, which amounts to sexual harassment. Sexual harassment may take many forms including, but not limited to, unwelcome sexual attention or advances, requests for sexual favors, and other sexually suggestive remarks or conduct. A basis for sexual harassment is established:

- when such remarks or conduct are intended or have the effect of creating an intimidating or offensive environment; **or**
- when acquiescence to such conduct or remarks is, either explicitly or implicitly, made a term or condition of employment or favorable evaluation.

It is essential that any and all incidents of harassment or discrimination be reported to the internship coordinator. If an intern is harassed at the internship work site, and the employer does nothing about it, the employing organization opens itself to risk of lawsuits. The employer should take time to advise the intern of appropriate workplace behavior, and the organization's harassment policy and complaint procedures.

Students who believe they have been treated in a way that violates this stated policy may file a complaint.

APPENDIX B

CARROLL COLLEGE CAREER AND TESTING SERVICES HOW TO DRAFT A JOB DESCRIPTION FOR AN INTERN

Internships are temporary and frequently can be flexibly designed depending on the qualities and qualifications of the applicant; some supervisors are reluctant to put the position description into a formal written statement. But a written job description, even if it's just preliminary, is important to your marketing of the positions and the recruiting of interns. And it also forms the basis of the contract between your organization, the intern, and the academic advisor. A job description projects planning, purpose, and serious intent; it facilitates the interview, helps to ensure a better match, and informs the monitoring and feedback process during the internship. At the same time, you should write the job description to allow for flexibility in matching your needs with the intern's qualifications. The following tips, based on Walter Mahler's *How Effective Executives Interview*, may help you design the description:

1. Identify the intern's primary responsibilities and specific tasks.
2. Identify any end products to be completed by termination of the internship.
3. Consider the qualities necessary to perform these responsibilities and tasks.
4. Specify the knowledge, skills, training, and educational background expected.
5. Separate qualifications that are critical from those that would be nice to have.

The following is a checklist of items for your job description. Recall that several of these items can have legal ramifications, so if you have questions about any of them, you should consult an attorney.

- Name of your agency and location
- Position title of the internship
- Supervisor/department to whom intern reports
- Number of hours of work per week expected
- Duration of the internship (number of weeks or months)
- When the internship is available (year round, summer only, etc.; specific starting and ending dates)
- Salary, stipend, honorarium, or other compensation
- Description of primary responsibilities and specific tasks
- Description of specific knowledge, skills, qualities expected
- Description of skills and qualities desired
- Indication of any end products expected
- Application procedures and requirements (resume, interview, write/call for appointments, etc.)
- Contact information (who, where, when, how, etc.)

In addition, you may want to include the following kinds of information, which would be helpful in orienting prospective applicants and promoting the internship;

- Description of your organization and/or its purpose
- Description of what the intern can expect to learn in the internship
- Description of the internal and external publics with which the student will have contact during the internship
- Professions to which the student will be exposed
- Training which will be provided